Australian Government

Workplace
Gender Equality
Agency

Employer Public Report

Contents

Submitted By:

Bank Of Queensland Limited 32009656740

Public Reports

WGEA publishes the Public Report, except personal information in whole, or part on the Data Explorer and uses its contents in whole or part for other purposes in electronic or other formats.

Two documents make up your Public Report and can be generated and downloaded after preparing your submission for lodgement:

- Public Report – Questionnaire
- Public Report – Employee Data Tables

The Public Report must be:

- Given to your CEO or equivalent for review, approval and sign off before lodgement.
- Shared in accordance with the Notification and Access requirements under the *Workplace Gender Equality Act 2012 (the Act)*.

Report contacts will be asked to declare in the Portal that all relevant CEO or equivalents have signed the public report.

Detailed information on the requirements to share the public report with your employees, members or shareholders can be found within the online Reporting Guide on Notification and Access requirements.

Gender Equality Standards

If there is a single entity employing 500 or more employees, they must have a policy or strategy in place against each of the six Gender Equality Indicators. More information can be found within the online reporting guide on Gender Equality Standards.

Workplace Overview

Policies & Strategies

Employer policies or strategies on workplace gender equality and the composition of the workforce can be powerful levers for making progress and change. Policies or strategies are most effective when backed up by evidence-informed action plans to address areas of imbalance and inequality. Similarly, targets are achievable, time-framed goals that create mechanisms for accountability and are effective when combined with dedicated actions to help achieve them.

1.1 Do you have formal policies and/or formal strategies in place that support gender equality in the workplace?

Yes

Policy; Strategy

1.1a Do the formal policies and/or formal strategies include any of the following?

Recruitment; Retention; Performance management processes; Promotions; Succession planning; Training and development; Talent identification/identification of high potentials; Key performance indicators for managers relating to gender equality

1.2 Do you have a formal policy and/or formal strategy on diversity and inclusion in your organisation?

Yes

Policy; Strategy

1.2a Do the formal policies and/or formal strategies include any of the following?

Gender identity; Aboriginal and/or Torres Strait Islander background; Cultural and/or language background; Disability and/or accessibility; Age

1.3 Does your organisation have any targets to address gender equality in your workplace?

Yes

Reduce the organisation-wide gender pay gap; Increase the number of women in management positions; Increase the number of women in key management personnel (KMP) roles; Increase the number of women in male-dominated roles; Increase the number of men in female-dominated roles; Increase the number of men taking parental leave; To have a gender balanced governing body (at least 40% men and 40% women)

1.4 If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Workplace Overview

Governing Bodies

Gender balance on governing bodies or Boards is good for business. It contributes to workplace gender equality outcomes and improved company performance more broadly. Measures to support gender balance in the governing body include analysing the gender representation of chairs and other members, considering gender in the selection of Board members, and taking action to drive change through term limits, gender equality targets and policies.

1.5 Identify your organisation/s' governing body or bodies.

Organisation: Bank Of Queensland Limited

A. To your knowledge, is this governing body also reported in a different submission group for this year's Gender Equality Reporting?

Yes

B. What is the name of your governing body?

Board of Directors

C. What type of governing body does this organisation have?

Board of Directors

D. How many members are in the governing body and who holds the predominant Chair position?

	Female (F)	Male (M)
Chair	0	1
Members (excluding chairs)	4	3

E. Do you have formal policies and/or formal strategies in place to support and achieve gender equality in this organisation's governing body?

Yes

Selected value: Strategy

> **E.1 Do the formal policies and/or formal strategies include any of following?**
>
> Gender diversity and inclusion

F. Does this organisation's governing body have limits on the terms of its Chair and/ or Members?

No
Do not have control over governing body/appointments

G. Has a target been set on the representation of women on this governing body?

Yes, a target has been set to increase the representation of women on this governing body

G.1 Percentage (%) of target: 40

G.2 Year of target to be reached: 2025-05-31

H. Do you have a formal policy and/or formal strategy on diversity and inclusion for this organisation's governing body?

Yes
Gender identity

1.6 If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

Action on Gender Equality

Gender Pay Gaps

The gender pay gap is the difference in average or median earnings between women and men. It is a measure of how we value the contribution of women and men in the workforce. The gender pay gap is not to be confused with women and men being paid the same for the same, or comparable, job – this is equal pay. Equal pay for equal work is a legal requirement in Australia. However, illegal instances of unequal pay can still be one of the many drivers of the gender pay gap. Closing the gender pay gap is important for Australia's economic future and reflects our aspiration to be an equal and fair society for all.

2.1 Do you have formal policies and/or formal strategies on equal remuneration (pay equity and the gender pay gap) between women and men?

Yes

Policy; Strategy

2.1a Do the formal policies and/or formal strategies include any of the following?

To achieve gender pay equity; To close the gender pay gap; To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews); To ensure managers are held accountable for pay equity outcomes; To implement and/or maintain a transparent and rigorous performance assessment process

2.2 Have you conducted analysis to determine if there are remuneration gaps between women and men?

Yes

2.2a What type of gender remuneration gap analysis has been undertaken?

Like-for-like pay gaps analysis which compares the same or similar roles of equal or comparable value to identify unequal pay; A by-level gap analysis which compares the difference between women's and men's average pay within the same employee category; Overall gender pay gap analysis to identify the difference between women's and men's average pay and gender composition across the whole organisation

2.2b When was the most recent gender remuneration gap analysis undertaken?

Within the last 12 months

2.2c Did you take any actions as a result of your gender remuneration gap analysis?

Yes

Created a pay equity strategy or gender equality action plan; Corrected instances of unequal pay; Identified cause/s of the gaps; Reported results of pay gap analysis to the governing body; Reported results of pay gap analysis to the executive; Reviewed talent acquisition processes; Reviewed and implemented performance evaluation processes to ensure no gender bias; Developed a strategy to address workforce composition issues – e.g. attracting more underrepresented gender into specific higher-paying roles; Implemented other changes (provide details):

Provide details: Gender pay gaps are reviewed through our annual reward review process and any instances of unequal pay are flagged for business review with guidance on closing the gap if the differences in pay cannot be justified.

You may also provide more detail below on the gender remuneration gap analysis that was undertaken.

2.3 If your organisation would like to provide additional information relating to employer action on pay equity and/or gender remuneration gaps in your workplace, please do so below.

At BOQ Group, our overall gender pay gap and pay equity is communicated to and discussed with employees via our gender equity affinity group (SPARK).   Increased reporting and focus on organisation wide gap and gender pay equity. We complete a like for like gap analysis as part of our annual remuneration review and we more frequently review the organisational wide gap and report to our executive team and governing body. The organisation wide gender pay gap target of 13% Base Salary to be achieved by August 2025 was approved by the Board in October 2024. BOQ has also developed a Talent Selection Process Guide and has reviewed and updated our Recruitment Policy to assist our hiring managers during the recruitment process and increase their awareness of and opportunity for more diverse hiring.

Action on Gender Equality

Employee Consultation

Engaging employees through consultation on gender equality issues helps employers to understand the employee experience and to take meaningful action. Employers can use the information they learn through the consultation process to generate solutions that are practical and relevant to their organisation.

2.4 Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?

Yes

2.4a How did you consult employees?

Employee experience survey; Consultative committee or group; Exit interviews

2.4b Who did you consult?

ALL staffEmployee representative group(s); Diversity committee or equivalent

2.5 Do you have formal policies and/or formal strategies in place to ensure employees are consulted and have input on issues concerning gender equality in the workplace?

Yes
Strategy

2.8 If your organisation would like to provide additional information relating to employee consultation on gender Equality in your workplace, please do so below.
At BOQ Group we consult with our employees on gender equity via a number of different platforms, including: engagement surveys; culture surveys; exit surveys and interviews; round table discussions with leaders; SPARK (our gender equity employee affinity group) which is focused on supporting and championing our gender equity vision to build a gender balanced workforce and inclusive culture where everyone, regardless of gender, can achieve their full potential and deliver great outcomes.

Flexible Work

Flexible Working Arrangements

A flexible working arrangement is an agreement between an employer and an employee to change the standard working arrangement, often through a change to the hours, pattern or location of work. Flexible work is a key enabler of gender equality, helps accommodate an employee's commitments out of work and has become increasingly important for employers in attracting and retaining diverse and talented employees.

3.1 Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes

Policy

3.1a Do the formal policies and/or formal strategies include any of the following?

A business case for flexibility has been established and endorsed at the leadership level; Leaders are visible role models of flexible working; Flexible working is promoted throughout the organisation; Training on flexible working and remote/hybrid teams is provided to managers; All employees are surveyed on whether they have sufficient flexibility; The organisation's approach to flexibility is integrated into client conversations; The impact of flexibility is measured and evaluated (e.g. reduced absenteeism, increased employee engagement); Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel; Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body; Flexible work offerings are available to all employees, with a default approval bias (all roles flex approach); 4-day work week/ 9-day fortnight (reduced hours with full-time pay); All team meetings are offered online; Other

Provide Details: At BOQ we have a consistent application of the flexible working policy evident across all office-based roles and across all levels.

3.2 Do you offer any of the following flexible working options to MANAGERS and/or NON MANAGERS in your workplace?

Flexible working option	MANAGERS	NON-MANAGERS
Flexible hours of work (start and finish times)	Yes	Yes
Compressed working weeks	Yes	Yes
Time-in-lieu	Yes	Yes
Hybrid working (regular days worked from home and in office)	Yes	Yes
Working fully remote (no regular days worked in office)	Yes	Yes
Reduced hours or part-time work	Yes	Yes
Job sharing arrangements	Yes	Yes
Purchased leave	Yes	Yes
Unpaid leave	Yes	Yes

Flexible scheduling, rostering or switching of shifts	Yes	Yes

3.3 If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.

Employee Support for Parents and Carers

Paid Parental Leave

Parental leave policies are designed to support and protect working parents around the time of childbirth or adoption of a child and when children are young. Some employers offer universally available parental leave policies, offering equal parental leave for all parents, others offer with a distinction between 'primary' and 'secondary' carers. It's important that it's a policy that's available to all parents, irrespective of gender, recognising the equally important role of all parents in caregiving. Gender equal policies help to de-gender the ideal worker and carer norms, which pervade the workplace and reduce opportunities for women to remain in, or re-enter the workforce.

4.1 Do you provide employer-funded paid parental leave in addition to any government-funded parental leave scheme?

Yes, we offer employer funded parental leave using the primary/secondary carer distinction

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Do you provide employer-funded paid parental leave for:

Primary: Yes   **Secondary:** Yes

....

4.1a Please indicate whether your employer-funded paid parental leave is available to:

Primary: All, regardless of gender

Secondary: All, regardless of gender

....

4.1b Please indicate whether your employer-funded paid primary carers leave covers:

Primary: Birth; Adoption; Surrogacy; Stillbirth

Secondary: Birth; Adoption; Surrogacy; Stillbirth

....

4.1c How do you pay employer-funded paid parental leave?

Primary: Paying the employee's full salary

Secondary: Paying the employee's full salary

....

4.1d How many weeks of employer-funded paid parental leave is available to eligible employees?

Primary:

Lowest entitlement: 16

Highest entitlement:

Secondary:

Lowest entitlement: 4

Highest entitlement:

4.1e Who has access to this type of employer-funded paid parental leave?

Primary: Permanent employees; Contract/fixed term employees; Casual employees

Secondary: Permanent employees; Contract/fixed term employees; Casual employees

4.1f Do you require carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer-funded paid parental leave?

Primary: No qualifying period

Secondary: No qualifying period

4.1g Do you require carers to take employer-funded paid parental leave within a certain time after the birth, adoption, surrogacy and/or stillbirth?

Primary: Anytime within 12 months

Secondary: Anytime within 12 months

4.1h Does your organisation have an opt out approach to parental leave? (Employees who do not wish to take their full parental leave entitlement must discuss this with their manager)

Primary: No

Secondary: No

4.2 Do you pay superannuation contributions to your employees while they are on parental leave?

Yes, on employer funded primary carer's leave or equally shared parental leave (if applicable); Yes, on employer funded secondary carer's leave (if applicable); Yes, on government funded parental leave; Yes, on unpaid parental leave

4.3 If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

The primary/secondary care labels in BOQ's parental leave entitlements will be removed to provide for a simplified and streamlined entitlement of up to 16 weeks to be used in the first 12 months after the birth or adoption of a child. This change will be implemented from 1 September 2025 to apply to parents of babies who are yet to turn 12 months old prior to this date.

Employee Support for Parents and Carers

Support for Carers

Employers can contribute to workplace gender equality by providing support for employees with caring responsibilities. A carer refers to, but is not limited to, an employee's role as the parent (biological, step, adoptive or foster) or guardian of a child, or carer of a child, parent, spouse or domestic partner, close relative, or other dependent. Employer support for employees with caring responsibilities allows them to better accommodate their out-of-work responsibilities.

4.4 Do you have formal policies and/or formal strategies to support employees with family or caring responsibilities?

Yes

Policy

4.4a Do the formal policies and/or formal strategies include any of the following?

Gender inclusive language when referring to carers; Support for all carers (e.g. carers of children, elders, people with disability); Paid Parental leave; Flexible working arrangements and adjustments to work hours and/or location to support family or caring responsibilities; Job redesign to support family or caring responsibilities; Extended carers leave and/or compassionate leave

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4.5 Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

Support mechanism	Answer
Breastfeeding facilities	Yes
Information packs for those with family and/or caring responsibilities	No
Referral services to support employees with family and/ or caring responsibilities	Yes
Coaching for employees returning to work from parental leave and/or extended carers leave and/or career breaks	No
Internal support networks for parents and/or carers	No
Targeted communication mechanisms (e.g. intranet forums)	No

Support mechanism	Answer
Breastfeeding facilities	Yes
Return to work bonus (only select if this bonus is not the balance of paid parental leave)	No
Support for employees with securing care (including school holiday care) by securing priority places at local care centres (could include for childcare, eldercare and/or adult day centres)	No
Referral services for care facilities (could include for childcare, eldercare and/or adult day centres)	No
On-site childcare	No
Employer subsidised childcare	No
Parenting workshop	No
Keep-in-touch programs for carers on extended leave and/or parental leave	Yes
Access to counselling and external support for carers (e.g. EAP)	Yes

4.6 If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

Harm Prevention

Sexual harassment, harassment on the ground of sex or discrimination

Workplace sexual harassment and sex discrimination is a gender equality issue that predominantly impacts women. To increase women's workforce participation and well-being, it is essential employers take action to prioritise and protect all employees from sexual harassment, harassment on the ground of sex or discrimination and ensure that every employee feels safe in the workplace.

5.1 Do you have formal policies and/or formal strategies on the prevention of and appropriate response to sexual harassment, harassment on the ground of sex or discrimination?

Yes

Policy

5.1a Do the formal policies and/or formal strategies include any of the following?

A grievance process; Definitions and examples of sexual harassment, harassment on the grounds of sex and discrimination and consequences of engaging in this behaviour; Leadership accountabilities and responsibilities for prevention and response to sexual harassment ; Disclosure options (internal and external) and process to investigate and manage any sexual harassment; Expected standard of behaviour is clearly outlined and included in recruitment and performance management processes; Process for development and review of the policy, including consultation with employees, unions or industry groups ; Protection from adverse action based on disclosure of sexual harassment and discrimination; A system for monitoring outcomes of sexual harassment and discrimination disclosure, including employment outcomes for those impacted by sexual harassment and the respondent; The frequency and nature of reporting to the governing body and management on sexual harassment; Manager and non-manager training on respectful workplace conduct and sexual harassment

5.1b If Yes, have the policies and/or strategies been reviewed and approved in the reporting period by the Governing Body and CEO (or equivalent)?

	Answer
By the Governing Body	Yes
By the CEO (or equivalent)	Yes

5.2 Do you provide training on the prevention of sexual harassment, harassment on the ground of sex or discrimination to the following groups?

Yes

Cohort	At induction	At promotion	Annually	Multiple times per year

All managers	Yes	No	Yes	No
All non-managers	Yes	No	Yes	No
The Governing Body	Yes		Yes	No

5.2a Does the training program delivered to the above groups include any of the following?

The respectful workplace conduct and behaviours expected of workers and leaders; Different forms of inappropriate workplace behaviour (e.g. sexual harassment, harassment on the grounds of sex and discrimination) and its impact; The drivers and contributing factors of sexual harassment; Bystander training; Options for reporting occurrences of sexual harassment as well as the risk of sexual harassment occurring; Responding to employees who engage in harassment or associated behaviours

5.3 Does the governing body and CEO or equivalent explicitly communicate their expectations on safety, respectful and inclusive workplace conduct? If yes, when?

Members of the governing body

No

Chief Executive Officer or equivalent

Yes

At staff inductions;Ahead of big events (e.g. functions, conferences) or at internal launches (e.g. at the launch of a new strategy);Annually

5.4 Do you have a risk management process in place to prevent and respond to sexual harassment, harassment on the ground of sex or discrimination?

Yes

5.4a Does your risk management process include any of the following?

Identification and assessment of the specific workplace and industry risks of sexual harassment; Control measures to eliminate or minimise the identified drivers and risks for sexual harassment so far as reasonably practicable; Other

Provide Details:BOQ's Sexual Harassment and Gender Based Discrimination Prevention and Response Plan will be launched by 30 June and will include a risk assessment and risk management procedure.

5.4b What actions/responses have been put in place as part of your workplace sexual harassment risk management process?

None of the above responses have been put in place as part of our workplace sexual harassment risk management (You may specify why)

You may specify why:

BOQ's Sexual Harassment and Gender Based Discrimination Prevention and Response Plan will be launched by 30 June and will include a risk assessment and risk management procedure. An updated policy on workplace behaviour will also be launched concurrently.

5.5 What supports are available to support employees involved in and affected by sexual harassment?

Trained, trauma-informed support staff/contact officers; Confidential external counselling (E.g. EAP); Information provided to all employees on external support services available; Reasonable adjustments to work conditions

5.6 What options does your organisation have for workers who wish to disclose or raise concerns about incidents relating to sexual harassment or similar misconduct?

Process for disclosure to human resources or other designated responding staff; Process for disclosure to confidential/ethics hotline or similar; Process to disclose after their employment has concluded; Process to disclose anonymously; Other (please specify)

Provide Details: Process available to disclose anonymously

5.7 Does your organisation collect data on sexual harassment in your workplace, if yes, what do you collect?

Yes

Number of formal disclosures or complaints made in a year; Number of informal disclosures or complaints made in a year; Anonymous disclosures through a staff survey; Gender of the complainant/aggrieved or victim; Gender of the accused or perpetrator; Outcomes of investigations; Other

Other: Biannual Pulse survey question: 'Gender-based harassment and sexual harassment is not tolerated'.

5.8 Does your organisation report on sexual harassment to the governing body and management (CEO, KMP) and how frequently?

Governing body

Yes

Multiple times per year

CEO or equivalent

Yes

Multiple times per year

Key Management Personnel

Yes

As required

5.8a Do your reports on sexual harassment to governing body and CEO include any of the following?

Identified risks of workplace sexual harassment; Prevalence of workplace sexual harassment; Nature of workplace sexual harassment; Analysis of sexual harassment trends and reporter/respondent profiles; Organisational action to prevent and respond to sexual harassment; Outcome of reports of sexual harassment; Consequences for perpetrators of sexual harassment; Other

Please Specify: Biannual Pulse Survey results are reported to the CEO, Executive Committee and KMPs

5.9 If your organisation would like to provide additional information relating to measures to prevent and respond to sexual harassment, harassment on the ground of sex or discrimination, please do so below.

BOQ's Sexual Harassment and Gender Based Discrimination Prevention and Response Plan has been under development and will be launched by 30 June. This Prevention Plan includes a risk assessment and risk management approach as well as key action items which have been identified for complying with the seven standards outlined by the Australian Human Rights Commission. It also includes regular reporting and tracking to the Executive Committee and the Board on progress towards the seven standards. An updated Workplace Behaviour Standard will also be launched by 30 June which complies with the key requirements within the AHRC guidelines.

Harm Prevention

Family or Domestic Violence

5.10 Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

Yes

Policy

5.11 Do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

Type of support (select all that apply)	
Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
Confidentiality of matters disclosed	Yes
Training of key personnel	Yes
Flexible working arrangements	Yes
Workplace safety planning	Yes
Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
Referral of employees to appropriate domestic violence support services for expert advice	Yes
Provision of financial support (e.g. advance bonus payment or advanced pay)	Yes
A domestic violence clause is in an enterprise agreement or workplace agreement	Yes
Access to medical services (e.g. doctor or nurse)	Yes
Offer change of office location	Yes
Emergency accommodation assistance	Yes

5.12 Do you have the following types of leave in place to support employees who are experiencing family or domestic violence?

Access to paid domestic violence leave?

Yes

Is it unlimited?

No

Do you offer paid family and domestic violence leave by negotiation or as needed?

Yes

How many days of paid domestic violence leave?

15

Access to unpaid domestic violence leave?

Yes

Is it unlimited?

No

Do you offer unpaid family and domestic violence leave by negotiation or as needed?

Yes

How many days of unpaid domestic violence leave?

15

5.13 If your organisation would like to provide additional information relating to family and domestic violence affecting your employees, please do so below.
BOQ also provides other support for employees experiencing family and domestic violence. This can include but is not limited to support with the cost of alternative accommodation (including rental or hotel accommodation) on a short-term basis.

Public Report - Employee data tables

Program: 2024 - 25 Gender Equality Reporting
Corporate group of: Bank Of Queensland Limited
Total group employee count: 3,851

Table 1 – Gender composition of all occupational categories

Occupational category	Employment status	No. of employees		Number of graduates or apprentices (combined)		Total employees*
		F	M	F	M	
Managers	Full-time permanent	284	307	0	0	592
	Full-time contract	4	4	0	0	8
	Part-time permanent	19	1	0	0	20
Professionals	Full-time permanent	506	628	0	0	1,136
	Full-time contract	21	20	0	0	41
	Part-time permanent	83	7	0	0	90
	Part-time contract	4	5	0	0	9
	Casual	0	1	0	0	1
Clerical And Administrative Workers	Full-time permanent	456	373	0	0	832
	Full-time contract	4	4	0	0	8
	Part-time permanent	77	13	0	0	91
	Part-time contract	3	1	0	0	4
	Casual	2	1	0	0	3
Sales Workers	Full-time permanent	451	366	0	0	817
	Full-time contract	1	0	0	0	1
	Part-time permanent	173	18	0	0	191
	Part-time contract	2	1	0	0	3
	Casual	4	0	0	0	4

* Total employees includes Non-binary

Table 2 – Gender composition of manager categories

Manager category	Employment status	No. of employees		Number of graduates or apprentices (combined)		Total employees*
		F	M	F	M	
CEO	Full-time permanent	0	1	0	0	1
KMP	Full-time permanent	3	4	0	0	7
GM	Full-time permanent	15	27	0	0	42
	Part-time permanent	1	1	0	0	2
SM	Full-time permanent	126	191	0	0	317
	Full-time contract	2	3	0	0	5
	Part-time permanent	11	0	0	0	11
OM	Full-time permanent	140	84	0	0	225
	Full-time contract	2	1	0	0	3
	Part-time permanent	7	0	0	0	7

* Total employees includes Non-binary

Table 3 – Employee movements over reporting period

Question 1
How many employees were promoted?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	43	36	135	130	344
Part-time	Permanent	0	0	0	0	12	1	13
Full-time	Fixed-term	0	0	0	0	1	2	3
Part-time	Fixed-term	0	0	0	0	2	2	4
N/A	Casual	0	0	0	0	1	2	3

Question 2
How many employees were promoted from non-manager to manager?

Contract Type	Employment Type	CEOs, KMPs & HOBs		All managers		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent			23	15			38
Part-time	Permanent			0	0			0
Full-time	Fixed-term			0	0			0
Part-time	Fixed-term			0	0			0
N/A	Casual			0	0			0

Question 3
How many employees were internally appointed?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	61	64	219	217	561
Part-time	Permanent	0	0	7	0	35	2	44
Full-time	Fixed-term	0	0	0	1	7	3	11
Part-time	Fixed-term	0	0	0	0	1	0	1
N/A	Casual	0	0	0	0	0	0	0

Question 4
How many employees (including partners with an employment contract) were externally appointed?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	27	30	333	302	695
Part-time	Permanent	0	0	2	0	35	10	47
Full-time	Fixed-term	0	0	4	3	26	21	54
Part-time	Fixed-term	0	0	0	0	7	6	13
N/A	Casual	0	0	0	0	1	1	2

* Total employees includes Non-binary

Table 3 – Employee movements over reporting period (continued)

Question 5
How many employees voluntarily resigned?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	1	1	18	36	175	168	400
Part-time	Permanent	0	0	2	1	38	14	55
Full-time	Fixed-term	0	0	0	0	13	8	21
Part-time	Fixed-term	0	0	0	0	0	1	1
N/A	Casual	0	0	0	0	2	1	3

Question 6
How many employees were on primary carer's parental leave (paid and/or unpaid)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	15	14	96	43	168
Part-time	Permanent	0	0	2	0	49	1	52
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 7
How many employees were on secondary carer's parental leave (paid and/or unpaid)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	0	6	2	36	44
Part-time	Permanent	0	0	0	0	0	0	0
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual	0	0	0	0	0	0	0

Question 8
How many employees ceased employment before returning to work from parental leave (regardless of when the leave commenced)?

Contract Type	Employment Type	CEOs, KMPs & HOBs		Managers (excl. CEOs, KMPs & HOBs)		Non-managers		Total*
		Female	Male	Female	Male	Female	Male	
Full-time	Permanent	0	0	2	1	7	1	11
Part-time	Permanent	0	0	0	0	3	0	3
Full-time	Fixed-term	0	0	0	0	0	0	0
Part-time	Fixed-term	0	0	0	0	0	0	0
N/A	Casual							

* Total employees includes Non-binary